



Students Rise. We All Rise.

VISION

The Future We Want

All students will have the knowledge, skills and confidence necessary to thrive in our city, our nation, our world.



**Transformative
Culture**



**Outstanding
Achievement**



**Whole Child
Commitment**

MISSION

The Work We Do

We educate and empower every student, in every community, every day, to build a stronger Detroit.



**Exceptional
Talent**



**Responsible
Stewardship**

We are on a
journey.

R e f o r m d o e s n ' t h a p p e n o n c e . R e f o r m i s a p r o c e s s .

TRUST

Analyze core systems and begin to improve them while we rebuild trust

VALUE

Meaningfully improve core functions while we invest in signature initiatives that establish an attractive value proposition for families and staff

PROOF

Realize initial returns with improvements to school culture and achievement at proof point schools

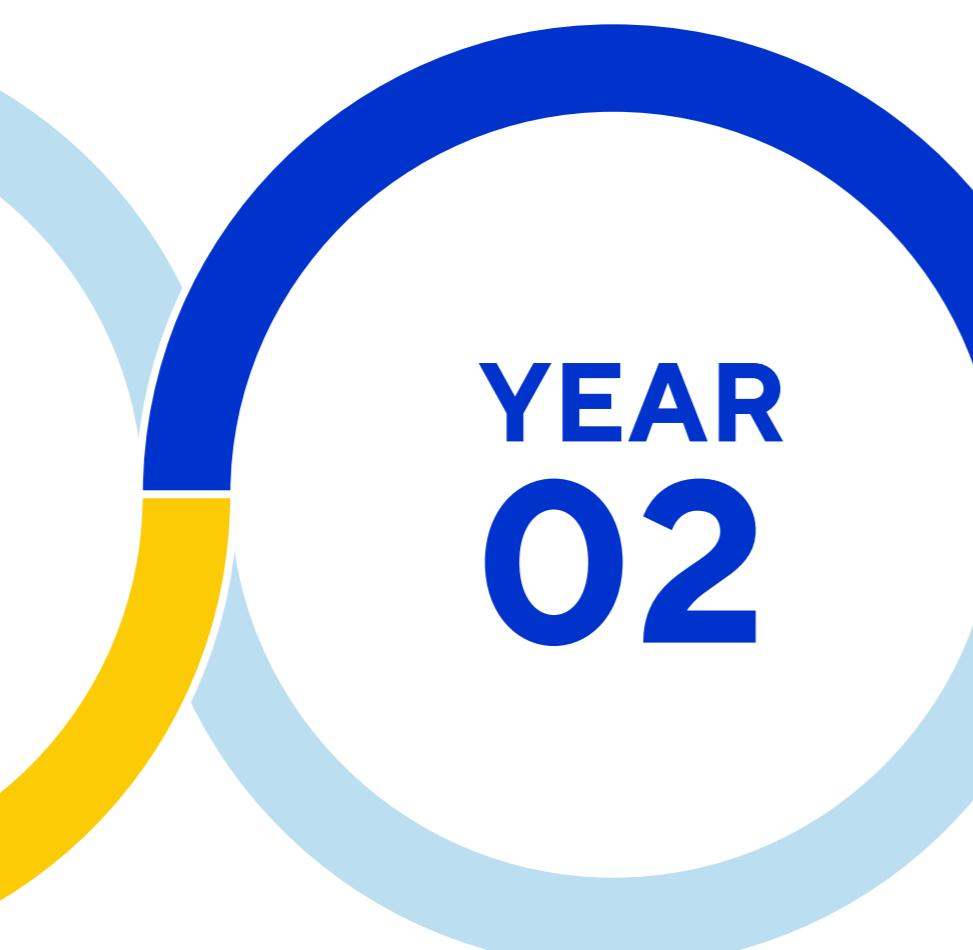
SCALE REFINEMENT

Ensure consistent implementation of successful reforms and strong program offerings across schools

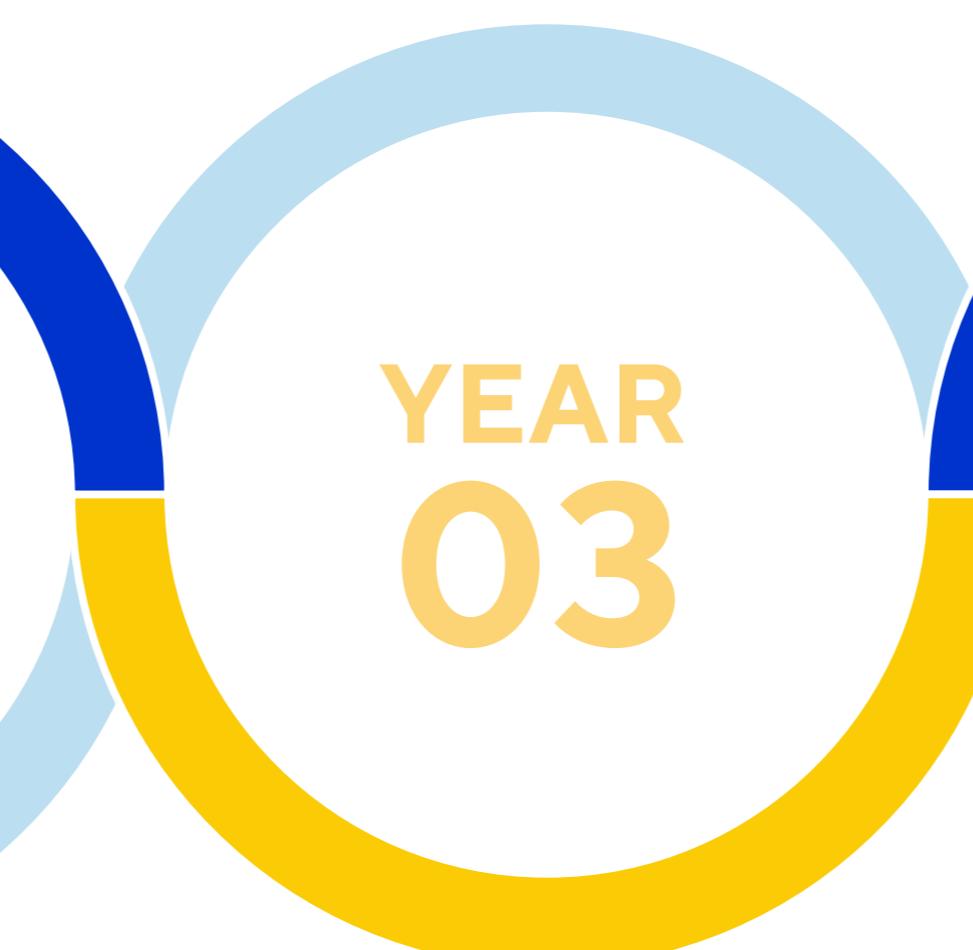
Evolve approach and offerings to ensure sustainable improvement over time



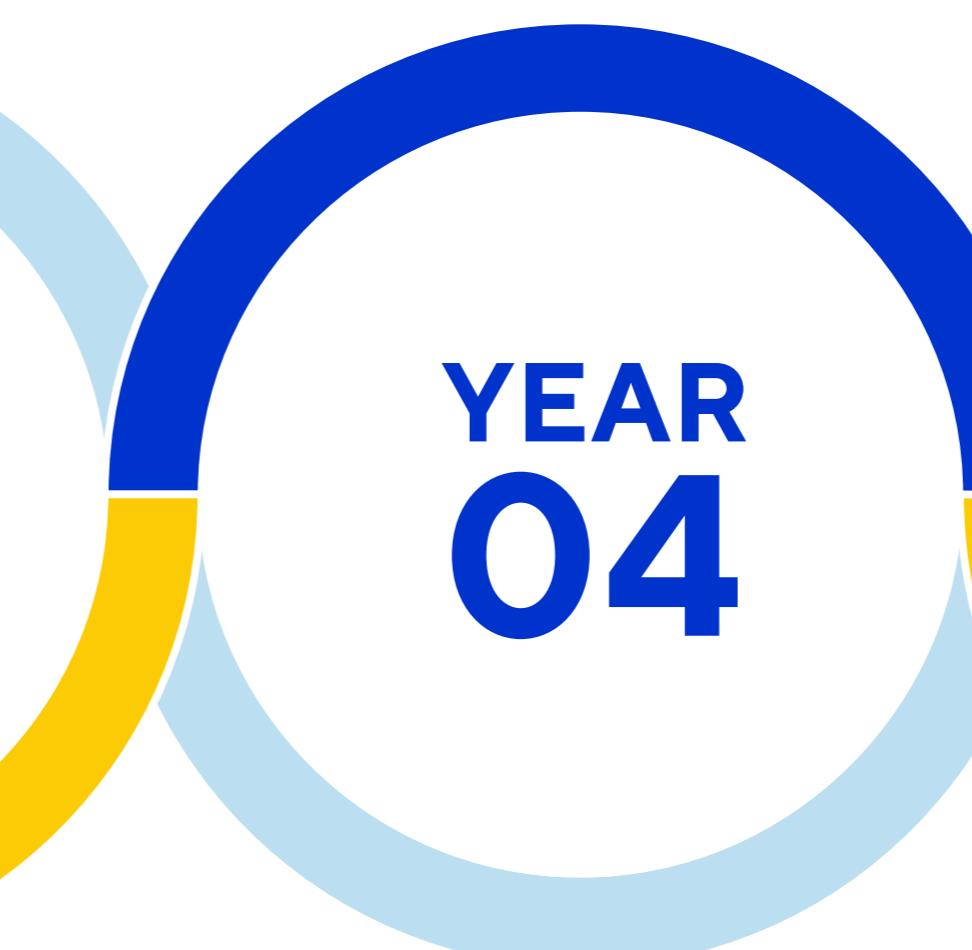
YEAR
01



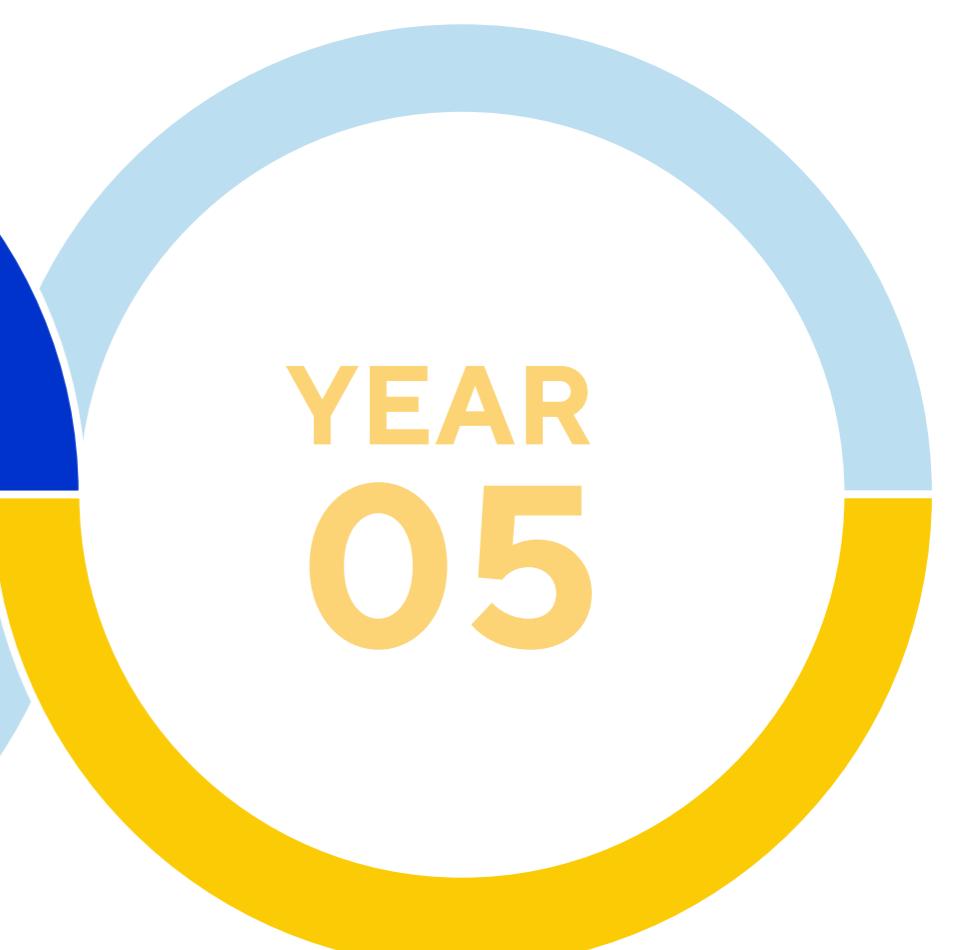
YEAR
02



YEAR
03



YEAR
04



YEAR
05

By the end of the year, we will be successful if we see...

Increased enrollment, fewer vacancies, improved attendance

Initial gains in early literacy and in mathematics, concentrated growth in proof point schools

Proficiency and growth improvements districtwide

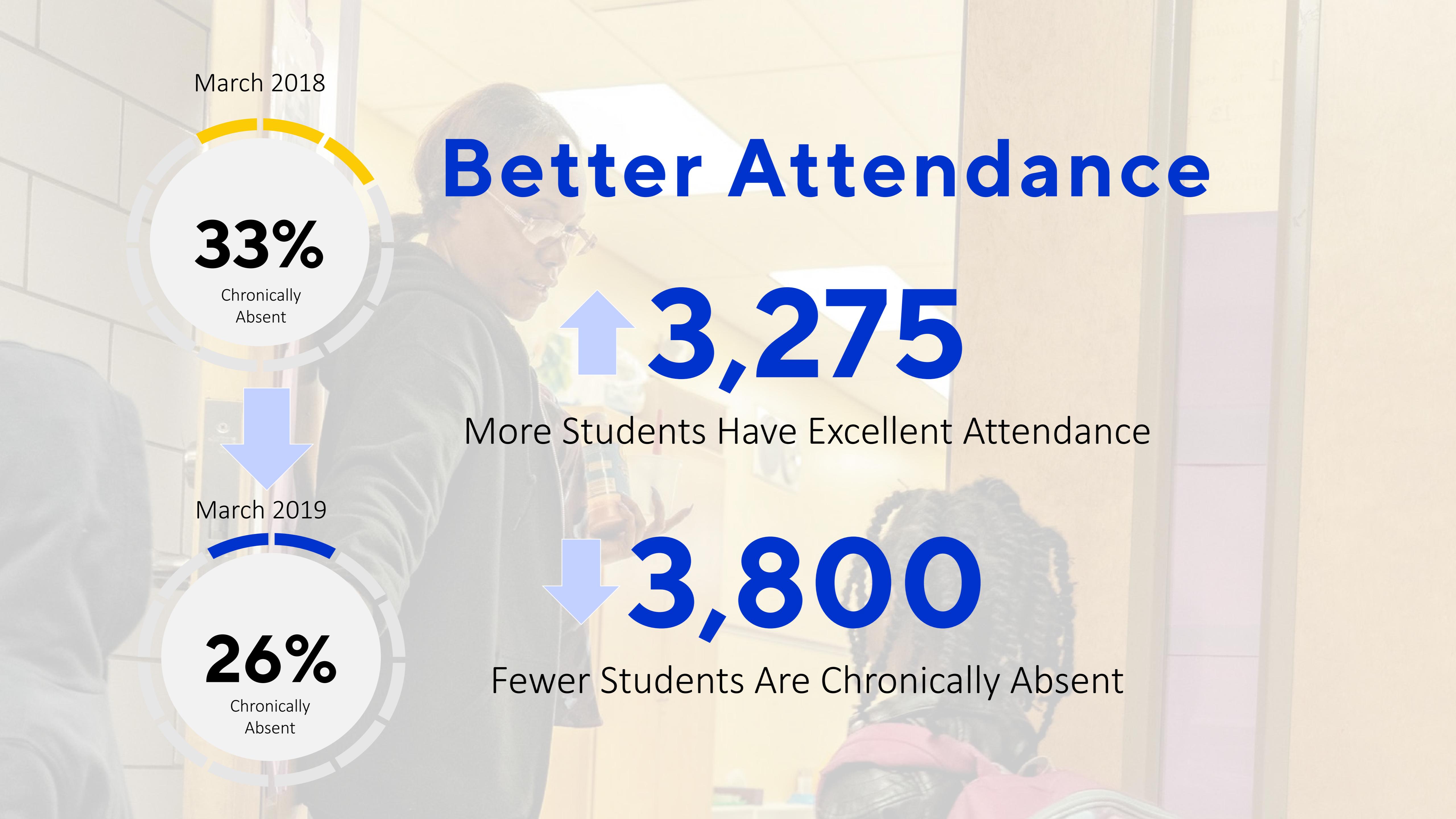
Achievement gaps half the size of 2017-18 levels

Transformation begins with culture.

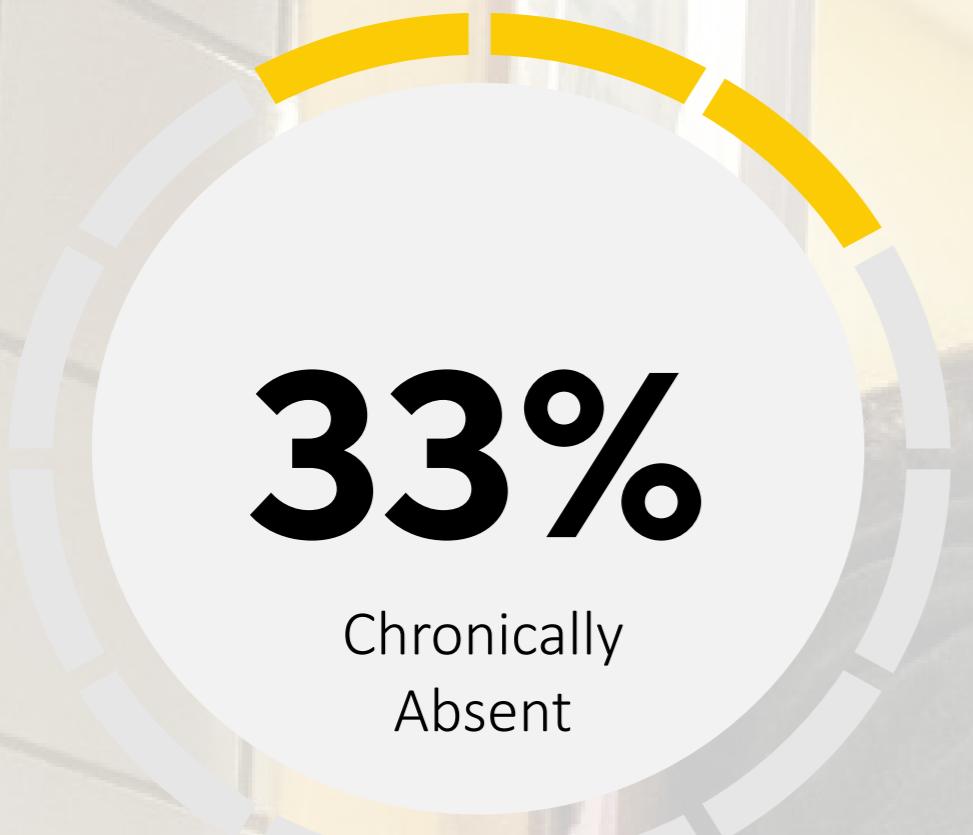
We heard this loud and clear from our students, families and staff, so we:

- Engaged internal and external community to develop a new code of conduct
- Funded positions – a Dean of Culture, a school-based Attendance Agent, school culture facilitators, and counselors – to support improvement in our schools
- Launched new structures to partner with our families: Parent Academy, expanded PTAs and School Advisory Committees



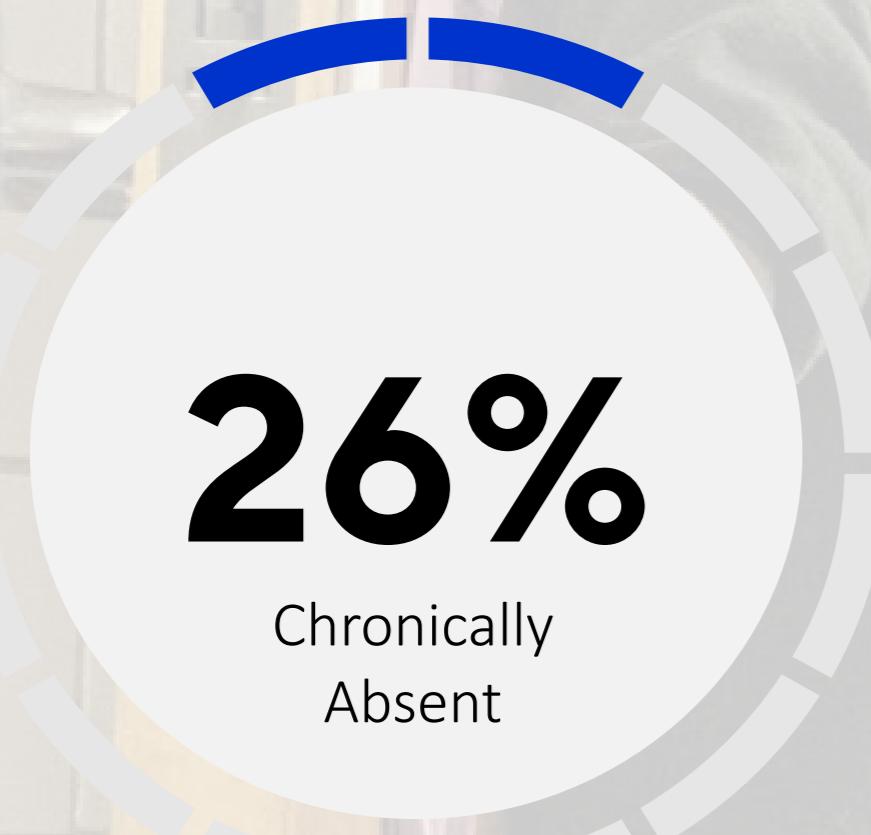
A blurred background photograph of a classroom. In the foreground, a student with glasses and a dark jacket is looking down at something in their hands. Another student's head is visible in the lower right corner. The overall tone is warm and focused on education.

March 2018

A circular gauge chart with a yellow arc at the top. The number '33%' is displayed in the center, with the text 'Chronically Absent' written below it.

33%

Chronically
Absent

A circular gauge chart with a blue arc at the top. The number '26%' is displayed in the center, with the text 'Chronically Absent' written below it.

26%

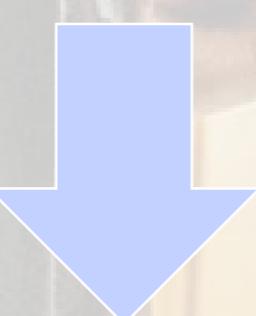
Chronically
Absent

Better Attendance

A large blue upward-pointing arrow next to the number '3,275'.

3,275

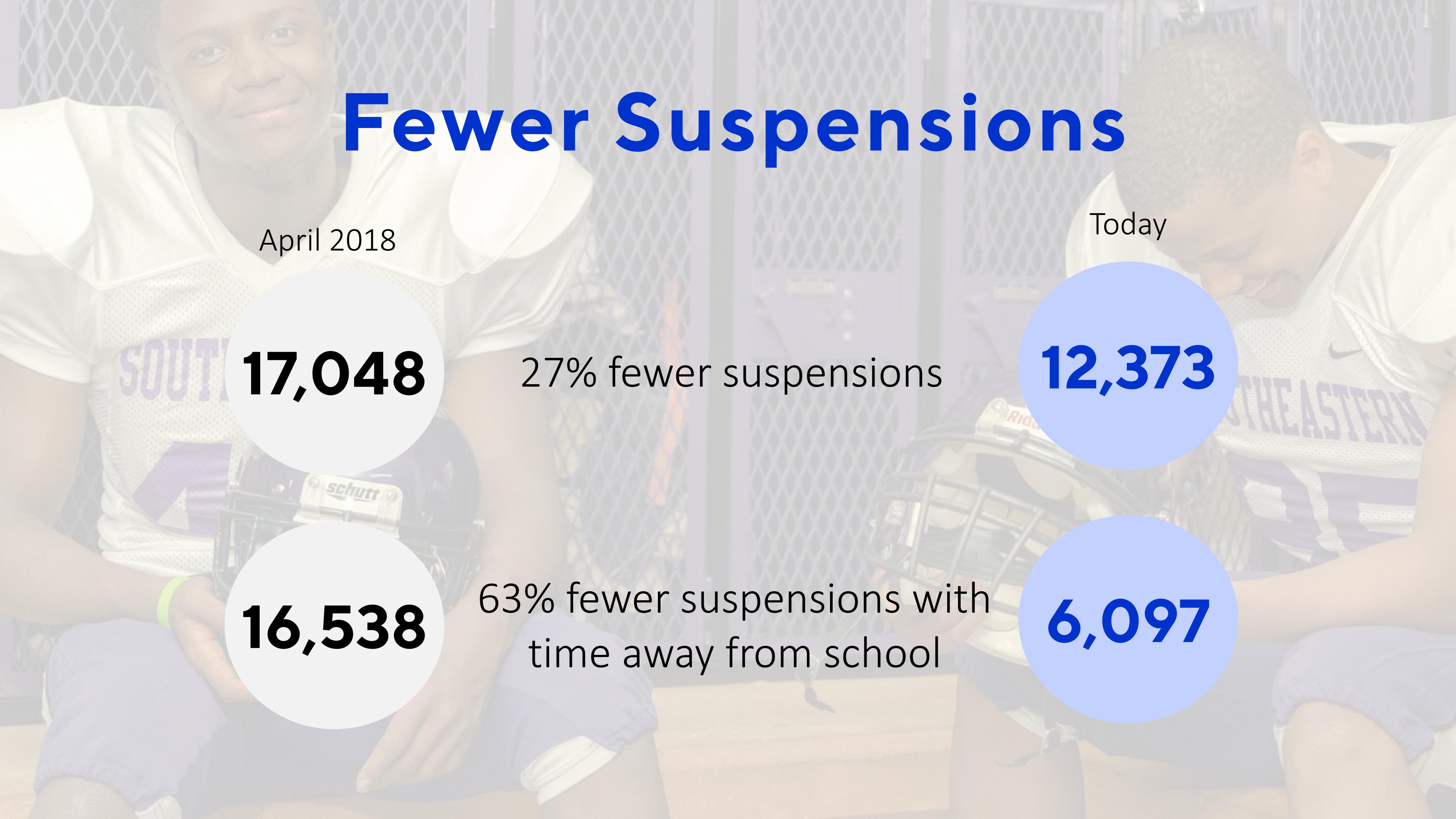
More Students Have Excellent Attendance

A large blue downward-pointing arrow next to the number '3,800'.

3,800

Fewer Students Are Chronically Absent

Fewer Suspensions



April 2018

17,048

27% fewer suspensions

16,538

63% fewer suspensions with
time away from school

Today

12,373

6,097

Parents as Partners

6,807

Parent Academy Participants

3,401

Parent-Teacher Home Visits

84

Parent Teacher Associations

91

School Advisory Councils

Transformative Culture

This year, to build strong school and district cultures where our students, their families, community members, and our staff feel safe, respected, and connected, we will:



Implement School
Advisory Councils

Expand community partnerships and collaboration, with a focus on improving literacy, like Let's Read

Launch and monitor a live customer service survey

Looking ahead: Diversity, equity, inclusion and restorative practice training, code of conduct revisions, alternative settings, faith and alumni engagement, anti-bullying

Outstanding achievement is attainable in our schools.

When we audited our curriculum and classroom practices, it was clear our students faced an opportunity gap, not a talent gap, so we:

- Adopted new curriculum for math and reading in K-8
- Implemented better assessments to help teachers, students and families better understand needs and progress
- Funded a new academic interventionist role to help students catch up

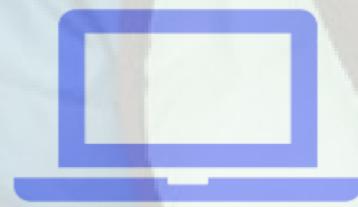


32,738 students

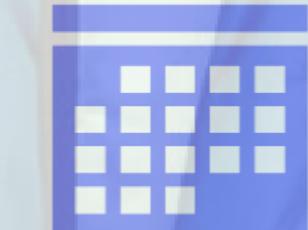
93% of all eligible students in Detroit Public Schools Community District shared feedback about their experiences at school and in classrooms



Students in grades 3-12
&
Adult Education were
included



Students took
surveys online



Students took surveys
between Jan 7 – Feb 8,
2019



Increase from 85%
to 93% response
rate

+8 % pts

I'm Excited to Go to Class



+5 % pts

Teachers Have High Expectations

+3 % pts

Teachers Asked Me to Explain Answers

+5 % pts

I'm Excited to Participate

+5 % pts

I Talk About Ideas from Class Outside of School



+4 % pts

Teachers Make Me Keep Trying

+4 % pts

Teachers Encourage Me to Do My Best

+5 % pts

I'm Focused in Class

+6 % pts

I'm Interested in Class



+6 % pts

Teachers Take Time to Explain

Stronger Readers

8,846 - 27%

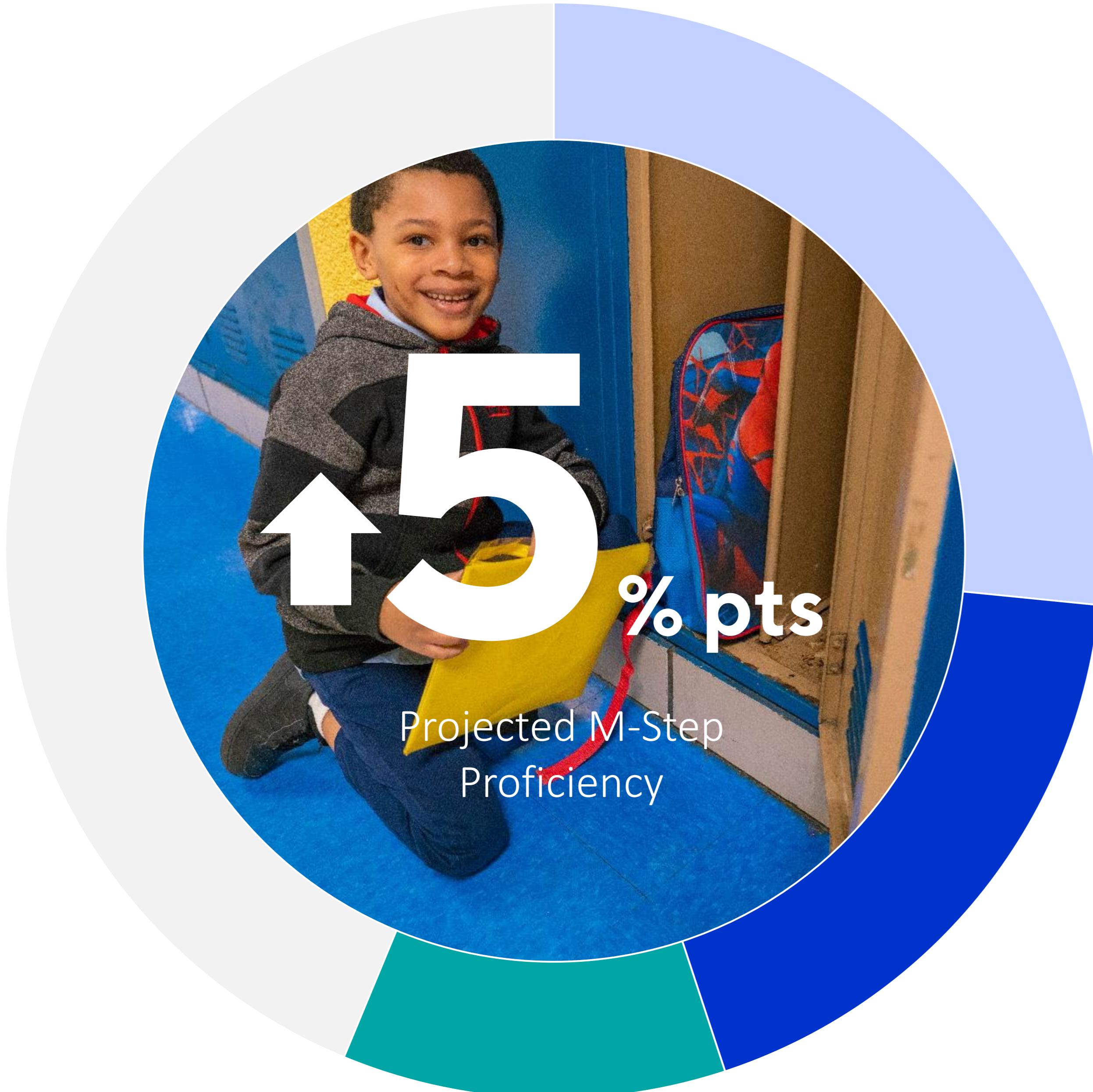
K-8 students on pace at midyear to demonstrate a year of growth.

6,109 - 18%

K-8 students grew *a full year* in reading by midyear.

3,762 - 11%

K-8 students grew *two full years* in reading by midyear – or more





Growing Mathematicians

7,159 – 19%

K-8 students on pace at midyear to demonstrate a year of growth

6,603 – 18%

K-8 students grew *a full year* in math by midyear

2,140 – 6 %

K-8 students grew *two full years* in math by midyear – or more

Improvement in Our Partnership Schools



Thirteen of fourteen state Partnership schools have improved since the 2016-17 school year.
The District was rated “on track” at its 18 month state performance review.



Outstanding Achievement

This year, to dramatically improve the academic experience of all students to ensure they are college and career ready, we will:

Expand adoption of aligned curriculum materials to high schools



Expand and improve dual-enrollment, accelerated programs, and Career Academies at each high school

Develop an intensive intervention strategy for our most struggling readers, starting in early grades, including Pre K

Looking ahead: School grades and aligned accountability/performance systems, continue to improve Exceptional Student Education Services

Our children are whole children.

Academics matter *and* students need school to support their development as well-rounded individuals with a wide range of talents and interests, so we:

- Funded art or music in every K-8
- Revised master schedules for more recess and physical education time
- Expanded robotics and chess program districtwide



A soft-focus background image of a person from the side, wearing a dark cap and a light-colored jacket, playing a string instrument with a bow. The lighting is warm and golden.

A Resurgence of the Arts

29,500+

K-8 students with art, music or performing arts at their school

A group of diverse elementary school students in a classroom setting, looking down at something on the floor.

More Time for Physical Activity

150

Minutes of physical activity for K-5 students each week



Real-World Connections

1,300+

Cultural Passport Field Trips This School Year

Whole Child Commitment

This year, to develop the whole child by expanding access to the arts, physical education, leadership and service learning, health services, and social-emotional supports, we will:



Community School Concept

Expand after school
programming

Looking ahead: Secondary electives aligned to student interests, expansion of mental health services, including trauma informed care

None of this works without the right talent.

Unfortunately, we were faced with a legacy of systematic disinvestment in educators, so we:

- Added new positions to support key reforms, including Master Teachers
- Improved compensation and negotiated to recognize experience outside of the District
- Offered new, high-quality professional development and better classroom materials



A composite image featuring two Black men in industrial or construction environments. On the left, a man wearing a white hard hat and safety glasses is focused on a task. On the right, another man wearing a light-colored baseball cap and safety glasses looks towards the camera. The background is slightly blurred.

More Positions

↑ 1,000+

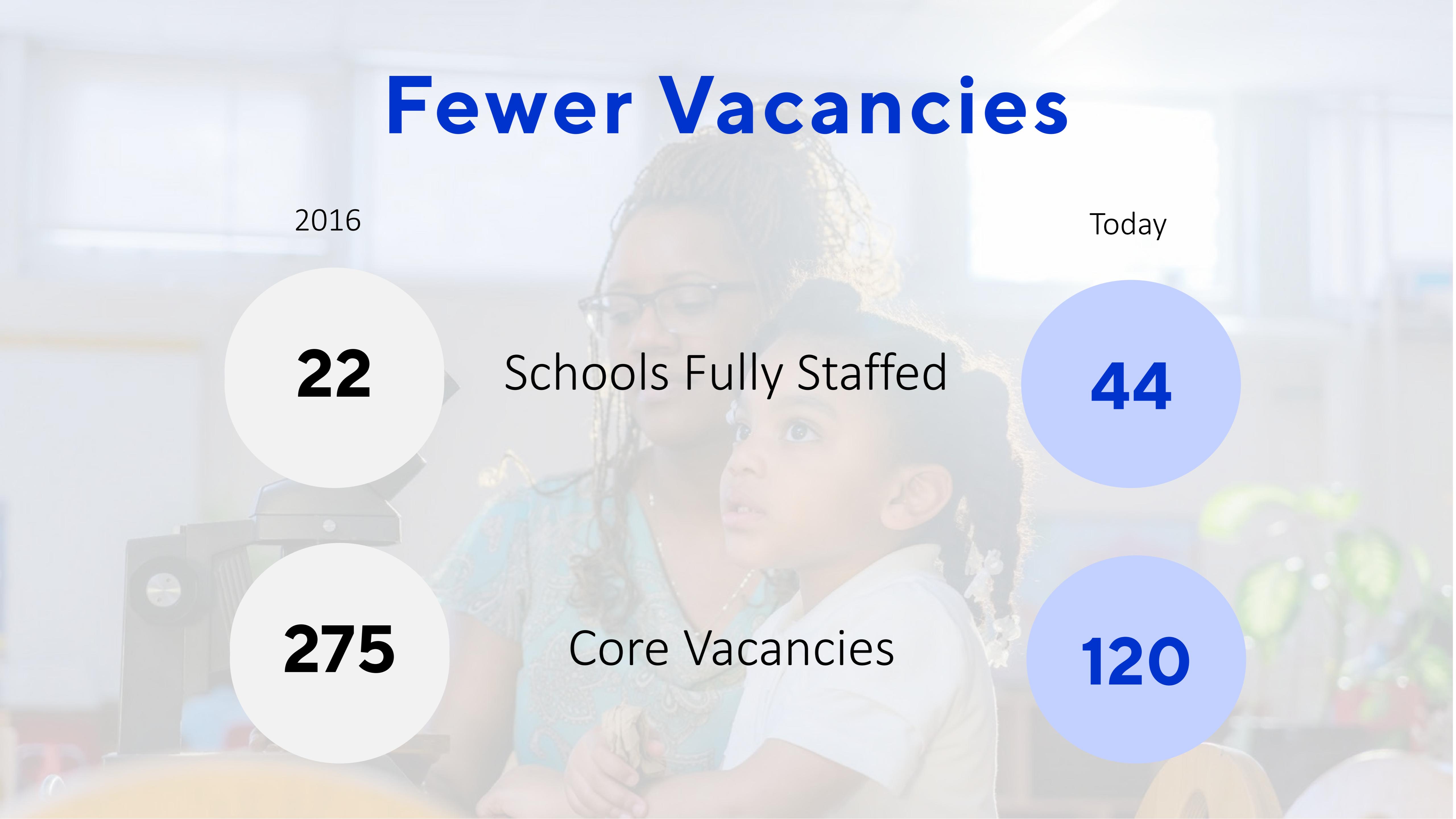
School-Based Positions Added Since May 2017

Improved Compensation

↑ \$5,236

Average Base Teacher Salary Increase Since Spring 2017

Fewer Vacancies



2016

22

Schools Fully Staffed

275

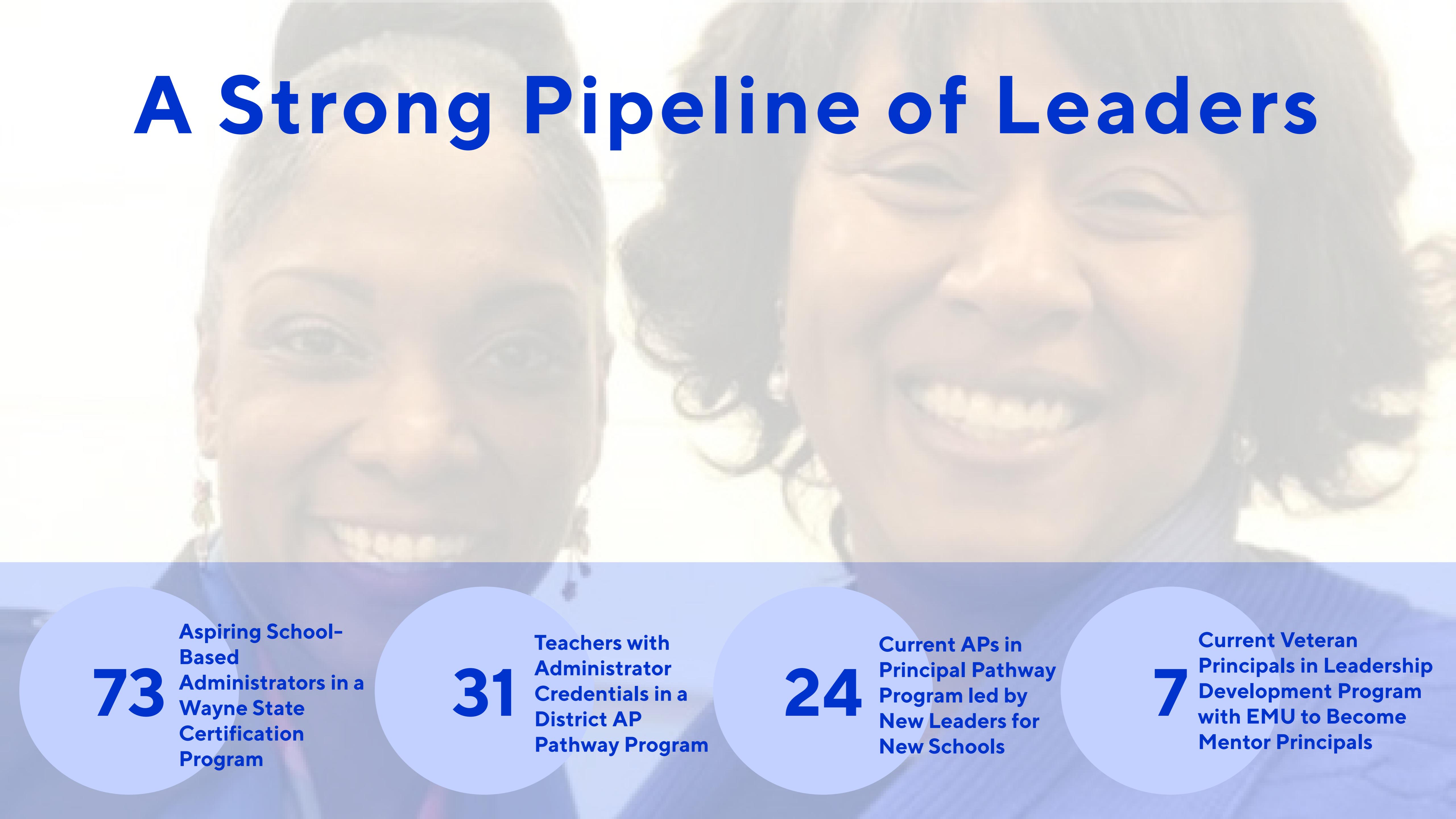
Core Vacancies

Today

44

120

A Strong Pipeline of Leaders



73 Aspiring School-Based Administrators in a Wayne State Certification Program

31 Teachers with Administrator Credentials in a District AP Pathway Program

24 Current APs in Principal Pathway Program led by New Leaders for New Schools

7 Current Veteran Principals in Leadership Development Program with EMU to Become Mentor Principals

Exceptional Talent

This year, to build an excellent team of dedicated staff to serve our students, we will:

Negotiate third year in DFT Contract

Improve compensation for top-educators through performance-based-pay

Expand leadership development programs and innovative preparation models, including Marygrove

Streamline hiring and onboarding processes

Redesign teacher and administrator evaluation system



Looking ahead: Incentives for hard to staff schools, funding to close the pay gap with neighboring districts

We must be responsible stewards of our District for this generation and the next.

We must stand on solid operational footing to succeed, and we have been aggressive to strengthen our operational basics. We have:

- Completed a zero-based budgeting process and aligned the budget to the Strategic Plan
- Established a strong fund balance
- Thoroughly assessed the state of our buildings and technology infrastructure
- Made progress toward recapturing enrollment
- Established meaningful and aligned business partnerships to fill critical gaps



Aggressive Action

Hydration station installation is 72% complete and on schedule.

194

Stations
Installed in
Phase 1

124

Stations
Installed in
Phase 2

70

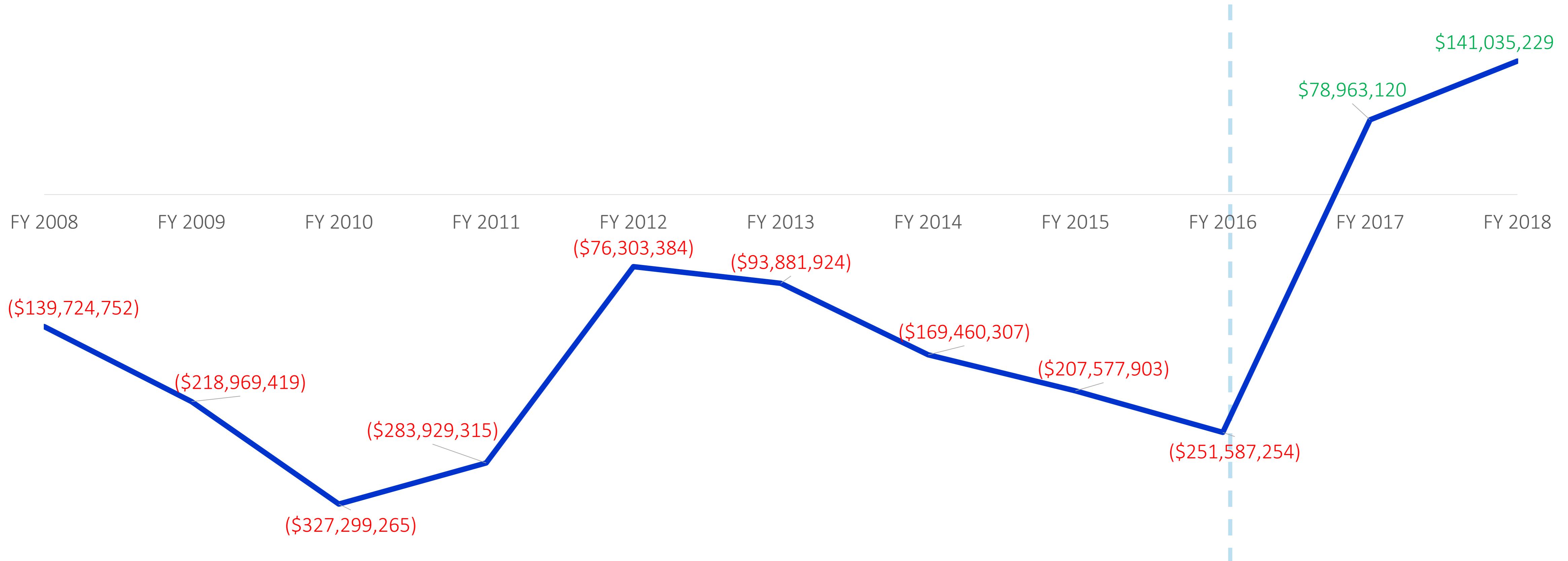
Stations
Installed in
Phase 3

152

Stations
Remaining



A Healthy Fund Balance



Enrollment



2016-17

2018-19

Connected Classrooms

6.2

Students For Every
Device

3.6

Students For Every
Device

3,000+

New Laptops Deployed for Teachers

16,000+

New Student Laptops Deployed this Year Alone

Smart New School Options



Attract new parents with Montessori at
Edmonson Elementary



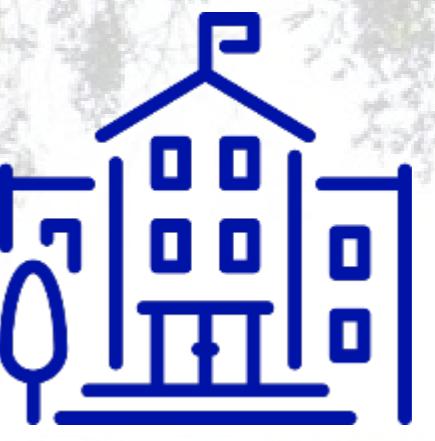
Draw more neighborhood high school students with a new
Academy of the Americas campus



Relieve overcrowding at Mackenzie with a new neighborhood school at **Barton Elementary**



Recapture neighborhood students at **Hamilton Elementary**



Innovate with partners on a new examination school at **Marygrove**

Responsible Stewardship

This year, to manage and deploy our resources responsibly, transparently, and equitably to support our students' success, we will:

Engage community on facility needs and opportunities

Establish capital fund account and implement major maintenance projects, like roof replacement



Expand 1:1 technology

Establish internal auditing process

Balance budget with a 10% reserve and strong fund balance

Looking ahead: Expanded vendor interest, Wayne County millage renewal, abatement process improvement, equitable funding

A soft-focus photograph of a person's hands resting on a stack of several thick, textured books. The books are stacked horizontally, with their spines visible. The hands are positioned with fingers slightly spread, resting on top of the stack. The background is blurred, creating a bokeh effect.

Students Rise. We All Rise.

Be part of it.

detroitk12.org